

Organization

CATCHING COLD

Each year the Joint Staff convenes the Conference of Logistics Directors (COLD), which includes the Deputy Under Secretary of Defense for Logistics, logistics directors of the unified commands, senior logisticians from the services, the director of the Defense Logistics Agency, and the Director of Logistics (J-4), Joint Staff. COLD offers an occasion to develop consensus on logistics issues.

The theme for COLD '00 was "Focused Logistics: Transforming Information Technology to Accelerate Our Vision." The Chairman challenged those in attendance to make "focused logistics a reality and an essential enabler of the joint vision." Presentations by the Joint Staff and subsequent briefings addressed aspects of the conference theme. There also were demonstrations of both the global combat support system/common operating picture and the 72-hour time phased force deployment data/transportation coordinator's automated information for movement system/joint force requirements generator. Of special interest were discussions of the logistics 2010/IT architecture for logistics transformation.

Other items included expeditionary site planning, smart card technology updates, customer wait time initiatives, automated information technology initiatives by CINCS, the joint logistics warfighting initiative, joint total asset visibility, and housing, exercise-related construction, and real property maintenance.

COLD '00 closely followed the first focused logistics wargame (FLOW '99), a six-month flag officer level effort involving the Joint Staff, military departments, Defense Logistics Agency, and warfighting CINCs, and culminated in a week-long wargame hosted by the Navy at Newport. Deficiencies identified by this effort became building blocks for initiatives developed in COLD.

The attendees agreed on four areas for transformation. The first is eliminating averages as a means of measuring and pursuing customer wait time as the standard for performance by 2001. Time will be measured end-to-end, from when the user identifies a requirement until it is satisfied. Using variance-based metrics, evaluations will focus on each step in acquisition, requisitioning, and distribution to meet requirements by measuring the different standard deviations or

confidence levels. With this means of measurement, DOD can focus on reengineering processes to optimize support to warfighters and ultimately reduce customer wait time.

The second area is creating a time-definite delivery capability by 2002 to guarantee delivery for warfighters by the required date to a 95 percent confidence level.

The third area is the continued pursuit of automatic identification technology and automated information systems. This includes incorporating all levels and nodes of distribution and supply in a shared data environment which will provide total asset visibility by 2004.

The fourth area is establishing a real-time, actionable, Web-based logistics information environment by the end of 2004. This ability, coupled with DOD process reengineering efforts, will not only link service logistics information systems, but also ensure linkage and relevance with industry as logistics outsourcing is pursued.

COLD '01 is scheduled to be held on December 4-6, 2000.

JFQ

Doctrine

NEW DEVELOPMENT PROCESSES

In December 1999, the Director, Joint Staff, issued a new joint doctrine development policy in an effort to solve contentious issues early in developing joint publications. It requires a planner-level meeting with representatives of the services, combatant command, and Joint Staff to resolve issues when joint publications miss any first draft, second draft, preliminary coordination, and final coordination milestone deadlines by 30 days. If the issues are resolved, milestones are reset and development continues. If not resolved on the planner level, the lead agent or Joint Staff doctrine sponsor will brief the issue to a meeting of the service deputy operations deputies within 60 days of the milestone. If settled, the milestones are reset and development resumes. Failing this objective, the lead agent or the doctrine sponsor on the Joint Staff will brief the issues to a meeting of the service operations deputies within 90 days of the milestone. Should that not resolve the issue, either the lead agent or the doctrine sponsor will brief the issue to a meeting of the Joint Chiefs of Staff within 120 days of milestone date for final resolution.

For joint publications delayed because of other than contentious issues, either the lead agent or the doctrine sponsor will provide a flag officer memo to the Director for Operational Plans and Interoperability (J-7), Joint Staff, explaining the reason for the delay and proposing new milestones. If it is determined that contentious issues are involved in the delay, they are handled as described above. If such issues are not involved, milestones are reset and development resumes. The policy went into effect on June 1, 2000.

JFQ

ONLINE RESEARCH

The Joint Warfighting Center (JWFC) features a library system encompassing digital technology as well as traditional facilities. The joint digital library system (JDLS) is as a general purpose storage system and a portal to special electronic library areas dedicated to specific research databases.

Located at the Joint Training, Analysis, and Simulations Center in Suffolk, Virginia, JDLS provides multi-level resources for U.S. Joint Forces Command. Documents, electronic resources, classified materials, maps, and periodicals are among the items available. Those with accounts can access the following areas: peace operations (military operations other than war and a special legal section), joint experimentation (*Joint Vision 2010* and beyond), joint policy and doctrine, consequence management, and the JWFC online catalogue of publications.

The main directory is a commercial, off-the-shelf program with storage, collaborative tools, and automatic HTML rendering in a searchable database. JDLS is secured by an encryption key that requires 3.2-series Internet browsers for interoperability. For a password and to access the libraries go to <http://www.jwfc.jfcom.mil/library.html>.

JFQ

JOINTNESS IN THE AIR

Individually approved by the Chief of Staff of the Air Force, the articles found in *Doctrine Watch* are part of the continuing education process developed by the Air Force. Brief, easy-to-read pieces are intended to teach airmen to articulate essentials of joint force organization, command relationships, and aerospace

power within the context of the joint force. Titles include fire support coordination line (FSCL); unity of command; policy, doctrine, and strategy; USAFE doctrine and joint doctrine; administrative control; tactical control; operational control; and combatant command.

Because most of the articles relate to joint issues, they should interest members of other services and can be read online at <http://www.hqafdc.maxwell.af.mil/DoctrineWatch>. **JFQ**

JOINT FORCE CAPABILITIES

Joint Publication 3-33, *Joint Force Capabilities*, was approved by the Chairman in October 1999. It describes capabilities that the service components, U.S. Coast Guard, unified commands, defense agencies, and other governmental and nongovernmental organizations can provide to joint forces. It serves as a ready reference for joint force commanders on considerations and options in planning and executing operations.

In addition to the hard-copy edition, this is the first pub which contains detailed information in a searchable CD-ROM format arranged by universal joint task list (UJTL), specific capability, and word search. The UJTL menu is organized by task and operational capabilities. Subsequent options subdivide major tasks into supporting and enabling tasks (see chapter 5 for a discussion of the CD-ROM functionalities).

Currently, the CD-ROM version of Joint Pub 3-33 consists of nearly 1,500 files. Unlike other joint pubs that are revised on a five-year cycle, the CD-ROM database will be updated every six months. **JFQ**

Lessons Learned

NEW INITIATIVES

There are two important ongoing actions in the joint lessons learned arena. First, the new CJCSI 3150.25, *Joint Lessons Learned Program*, is undergoing final coordinations. It establishes the relationship between the Directorate for Operational Plans and Interoperability (J-7), Joint Staff, and the Joint Center for Lessons Learned (JCLL) at the Joint Warfighting Center. It also updates requirements for submitting after action reports. They will now be due to JCLL within 90 days of the conclusion of any operation or exercise. Some reports have

been eliminated for exercises, and a new interim report for real world operations over 180 days has been added.

The second action is the planning of a joint lessons learned conference to be sponsored by the Joint Staff and co-hosted with JCLL at the Joint Warfighting Center on November 1-2, 2000. It will allow unified commands, services, defense agencies, and other participants to help influence the future development of the joint lessons learned program (JLLP). The primary goal is to lay the groundwork for JLLP development by setting goals and requirements and by bringing together the entire lessons learned community. Through briefings and discussions the participants will explore alternatives to current joint after action reports, examine possible evolutions in JLLP, review the revised instruction, and discuss ways of supporting the new joint training information management system (JTIMS).

Conference participants can register on the SIRPNET at <http://jcll.jwfc.jfcom.smil.mil> or on the Internet at <http://www.jfcom.mil/jcll/index.html>. **JFQ**

Education

SOF ESSAY CONTEST

To encourage innovative thinking on Special Operations Forces (SOF) for the future, U.S. Special Operations Command has announced the first annual SOF essay contest. This competition solicits innovative concepts on doctrine, training, education, employment, organization, and technologies with reference to SOF.

Entrants may be military personnel or civilians from the public or private sector and of any nationality. Essays written by individuals or groups are eligible. Entries must be original and not previously published. Pieces that originate from work carried out at intermediate and senior colleges, service schools, civilian universities, and other educational institutions are eligible.

Competitors may write on any aspect of Special Operations. Entries must not exceed 5,000 words and be typewritten, double-spaced, and prepared in triplicate on 8.5"x 11" white paper with 1" margins and 12-point typeface. The documentation can follow any standard form of citation. Entries must be submitted with (a) a letter indicating that the essay is a contest entry together with the author's name and preferred contact information (mailing address, phone/fax number, or e-mail

address); (b) a cover sheet with the contestant's name, essay title, and word count (at lower left corner); (c) a summary of the essay which is no more than 150 words; and (d) a brief biographical sketch of the author (optional). All entries must be unclassified.

Entries must be postmarked no later than May 1, 2001. Students enrolled in the National War College, U.S. Army War College, Naval War College, Naval Postgraduate School, and Air War College should submit essays to the SOF Chair at their respective institutions, all other entries should be mailed to Headquarters, U.S. Special Operations Command, SOOP-PJ-E, 7701, Tampa Point Boulevard, MacDill Air Force Base, Florida 33621-5323.

Content, purpose, organization, scope, and style are all weighed in selecting the winning essay. The SOCOM Joint SOF Education Council will select the best essays and forward them to Commander in Chief, U.S. Special Operations Command (CINCSOC), to determine the overall winner. Prizes will include a wall plaque, a CINCSOC book selection, and coin. **JFQ**

JOINT READING LIST

The following articles on joint matters have recently appeared:

■ Stephen K. Bollinger, "Where the Air Wing Should Go in a Purple World," *Marine Corps Gazette*, vol. 84, no. 5 (May 2000), pp. 58-60.

■ Donald Chisholm, "Negotiated Joint Command Relationships: Korean War Amphibious Operations, 1950," *Naval War College Review*, vol. 52, no. 2 (Spring 2000), pp. 65-124 [<http://www.nwc.navy.mil/press/Review/2000/spring/art3-sp0.htm>].

■ Sam J. Tangredi, "The Fall and Rise of Naval Forward Presence," *U.S. Naval Institute Proceedings*, vol. 126, no. 5 (May 2000), pp. 28-33.

■ Cynthia A. S. McKinley, "The Guardians of Space: Organizing America's Space Assets for the Twenty-First Century," *Aerospace Power Journal*, vol. 14, no. 2 (Spring 2000), pp. 37-45 [<http://www.airpower.maxwell.af.mil/airchronicles/apj/apj00/spr00/mckinley.html>].

■ Norton A. Schwartz and Robert B. Stephan, "Don't Go Downtown without Us: The Role of Aerospace Power in Joint Urban Operations," *Aerospace Power Journal*, vol. 14, no. 2 (Spring 2000), pp. 3-11 [<http://www.airpower.maxwell.af.mil/airchronicles/apj/apj00/spr00/schwartz.doc>].

■ Loren B. Thompson, "The Joint Direct Attack Munition: Making Acquisition Reform a Reality," *National Security Studies Quarterly*, vol. 6, no. 2 (Spring 2000), pp. 73-86. **JFQ**

CJCS ESSAY CONTEST

The 19th annual Chairman of the Joint Chiefs of Staff Essay Competition was held on May 18–19, 2000, at the National Defense University. Established by General David C. Jones, USAF, the 9th Chairman, the event challenged students at intermediate and senior colleges to write original essays on aspects of national security strategy. It is open to both resident and nonresident students from all services as well as their civilian classmates. There were five winners in this year's competition.

First place was won by Major Charles K. Hyde, USAF (College of Naval Command and Staff), for an essay entitled "Casualty Aversion: Implications for Policymakers and Senior Military Officers."

Second place was shared by William J. Bayles (U.S. Army War College), for an essay on "Moral and Ethical Considera-

tions for Computer Network Attack as a Means of National Power in Time of War"; John G. Fox (National War College), for "Approaching Humanitarian Intervention Strategically: The Case of Somalia"; and Major Douglas B. Rider, USAF (Air Command and Staff College), for "Establishing a Commercial Reserve Imagery Fleet: Obtaining Surge Imagery Capacity from Commercial Remote Sensing Satellite Systems during Crisis."

Finally, third place went to Lieutenant Commander John F. Kirby, USN (College of Naval Command and Staff), for an essay entitled "Helping Shape Today's Battlefield: Public Affairs as an Operational Function."

The five winners received a certificate signed by the Chairman and also were presented with a collection of professional military books by the NDU Foundation. The winning essays will be published under the title *Essays 2000* by NDU Press.

JFQ

History

TRANSFORMATION— A CALL FOR PAPERS

The University of Calgary will host the Society for Military History International Conference at Calgary, Alberta, in May 2001. The announced conference themes are the revolution in military affairs, societies at war, and operational art, which will allow participants to consider the entire field of military history examined in a comparative fashion.

Proposals for papers should be sent no later than November 1, 2000 to Dr. John Ferris, SMH 2001 Committee, Department of History, University of Calgary, 2500 University Drive, N.W., Calgary, Alberta T2N 1N4, Canada; mackie@stratnet.ucalgary.ca.

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Look for each issue of
Joint Force Quarterly
on the
Joint Doctrine Web site

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<http://www.dtic.mil/doctrine/jel/index.html>

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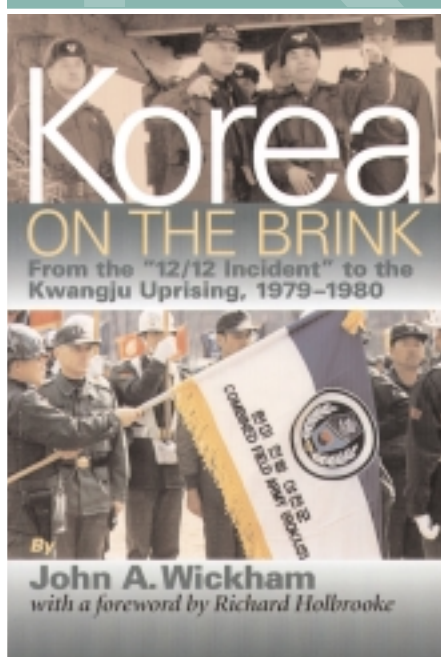
e-mail: NDU-CONF@ndu.edu

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New from NDU Press

Korea on the Brink: From the "12/12 Incident" to the Kwangju Uprising, 1979–1980

by John A. Wickham



"This book focuses on a period that begins with the death of President Park in October 1979 which led to the '12/12 Incident.' My account of these events sheds light on how political military policy is formulated within the U.S. Government and, more importantly, on how policy is shaped and executed in the field. For it is the high-level officials in the field who ultimately bear responsibility for the success or failure of American policy. *Korea on the Brink* is written from the perspective of the military commander entrusted to maintain the armistice and defend Korea, should war occur. My objective was not to present a definitive history of this period, a task that others will eventually achieve. Rather, it was to record and reflect on those significant people and events that I observed as commander of allied forces, who numbered almost half-a-million military personnel. Drawing on contemporaneous notes, messages, and memory, I have sought to faithfully relate the facts as I saw them at the time and have analyzed them in the intervening years."

—from the preface to *Korea on the Brink*

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